St. Clare’s School

Strategic Renewal Plan

2012 - 2016
Mission Statement

We, the members of St. Clare’s School Community, see our mission as building a truly Christian community of faith and service, based on the Teachings of Christ.

We recognize the importance and value of:

- The development of the whole child to his/her potential
- Supporting parents in their role as primary faith educators of their children
- Nurturing the child’s growth towards a personal friendship with Jesus
- Guiding individuals to grow towards self discipline and social responsibility

We are committed to shared decision making, based on responsibility and a sense of justice.

We engage in continual self renewal and evaluation of our vision.
Vision

The vision of Catholic Education is to offer lifelong and quality Catholic education so that each person may know and come to identify more fully with the living Spirit of Christ. Within the Cairns diocese this vision is elaborated as entailing: Through their involvement in the Catholic faith community, students are able to reach their full potential through the enhancement of their educational, personal and spiritual dimensions. They and the communities in which they live and study are sustained and enriched by the life-giving relationships that they develop.

Mission

Learning with Faith and Vision is the overall goal of Catholic education. This is characterised by:

- We are a community of people who support the mission of the Church in the provision of quality, innovative education.
- We provide leadership, service, and stewardship to those involved in the life project of Catholic Education.
- We seek to be a positive influence in our work within the Church and in the broader community.
- In the spirit of Christ, we undertake our work through life giving relationships founded on collaboration, communication, integrity and respect.
- We look to the future with enduring hope that the human potential for growth and goodness will be realised.

Explaining the context for the 2012-2016 Strategic Renewal Plan

The Strategic Renewal Plan involved the development of 8 Major Aspects of Vision. The formation of each of these is instructive in understanding the context for the plan’s development:


Our Catholic faith is the foundation and fundamental “point of difference”. Schools are faith sharing communities - making the Gospel present now - and evidenced in all aspects of Catholic school culture.

In this school, like all schools within the Diocese and throughout Australia, staff and school enrolments reflect growing numbers with a diversity of commitments and experiences of the Gospel for whom school life may be their only engagement with the Catholic faith. This as an opportunity to enrich and transform lives - to make a connection that might otherwise be missed. To do this we require clarity in our messages to school communities and need to engage in the faith formation of staff and leaders. The goal is to ensure that all aspects of school life are informed by our faith and Catholic identity.
2. Curriculum development and implementation.

The major change that will occur is the roll-out of the Australian curriculum during the life of this plan. This school and its teaching staff have dealt with the pressure of ongoing change for some years now, and, as a result, it is important to introduce the new curriculum in a way that does not unduly add to the pressures on staff, and in turn maximizes opportunities for schools and students. There is also an opportunity to enhance Religious Education as a Key Learning Area integral to the life of this school. The education sector is seeing a growing emphasis on student outcomes expressed in measures such as NAPLAN. There is a need to ensure these measures enhance classroom learning and teaching.

3. A mission of inclusiveness.

Statistically the number of students with diverse learning needs in this school is small. Looking after the needs of these students and their families is part of our mission of inclusiveness. In times of economic downturn and uncertainty as often experienced in this area there is a need to provide affordable options to ensure children from families in disadvantaged circumstances are not denied the opportunity to attend a Catholic school.

4. Recruiting and retaining staff.

This is a key area for the 2012-2016 plan because the mission to provide quality Catholic education will not be achieved without committed, appropriately qualified and enthusiastic staff.

5. Information communication technology.

There is a priority need over the next five years to review all aspects of the use of information and communication technologies. This includes a focus on security, storage and accessibility across a range of user platforms. There will also be an emphasis on the use of ICT to enhance contemporary learning opportunities.

6. Accountability and reporting.

In an environment of increasing scrutiny of education provision CES and schools will be openly accountable and able to provide credible and reliable information as part of our reporting obligations. Accountability will inform an evidence-based approach to service improvement. In some cases this will involve the use of new data but there is also scope to look at new ways of interpreting and reporting a range of existing data.

7. Stewardship of the natural and built environment.

The intention is that schools and workplaces will be caring, inclusive places that have regard for people and the unique spaces and places of our tropical environment. In particular, schools will move towards best sustainable practice in their design, maintenance and operations.
8. Resourcing for excellence and equity.

An important part of our approach will be the application of cross subsidisation across schools to provide equity of educational opportunities based on the principle of the “common good”. There are ways of achieving some operational efficiencies and the targeting of new income sources to support new initiatives.

Engagement Process

The Strategic Renewal Plan will provide direction for St Clare’s and the school leadership and hence there will be formal processes of engagement and collaboration to ensure:

- The plan is comprehensive and inclusive of the issues raised during the consultation (School Renewal);
- Annual strategic priority goals are agreed on by the school’s leadership team, staff and School Board members;
- Project plans are developed each year and resources are allocated to ensure the implementation of the goals;
- The process of implementation is continually being monitored.

Annual Plan

This plan consists of the operational targets, strategic goals and resource allocation to achieve these in the year of the plan.

Strategic Goals

Each year, priority goals will be selected from the Strategic Renewal Plan for implementation in that calendar year. Once selected, project plans will be developed and implementation of the strategies will be delegated to nominated personnel from CES and the schools.

Resource Allocation

Resources will be allocated:

- To achieve the operational targets and
- To achieve the strategic priority goals.
Major Aspects of Vision

1. Building Catholic school identity

2. Curriculum development and implementation

3. A mission of inclusiveness

4. Recruiting and retaining staff

5. Information communication technology

6. Accountability and reporting

7. Stewardship of the natural and built environment

8. Resourcing for excellence and equity
1. Building Catholic school identity and relationships

Context: To better understand, articulate and promote our Faith Foundations which shape the identity of our school.

Our goals by 2016:
1.1 Our faith foundations are clarified, documented and communicated to shape our Catholic school culture and identity.

1.2 Faith Foundations and Catholic school identity influence effective communication, contemporary pedagogy, decision making, engagement and accountability to achieve purpose.

1.3 Staff formation and development is in place.

1.4 Students and staff practise Christian prayer and meditation.

1.5 Positive relationships between the Parish, school and wider community is being fostered.

2 Curriculum development and implementation

Context: To maximise learning opportunities for students arising from the roll-out of the Australian curriculum and the implementation of contemporary pedagogy.

Our goals by 2016:

2.1 There is an evidence based culture that applies the rigorous collection and interpretation of data. (NAPLAN and whole school testing)

2.2 Implementation of the Australian curriculum is in place within the specified timeframes.

2.3 Religious education is a rigorous, distinctive academic key learning area and is based on the Brisbane Guidelines.

2.4 St Clare’s library is the learning hub of the school and facilitates contemporary learning.

2.5 St Clare’s school staff has IT capacity and competence.

2.6 Rigorous assessment, moderation and reporting practices are operational at St Clare’s and data is analysed to improve classroom learning and teaching.

2.7 SEL policy is implemented and is integrated in all learning and teaching.

2.8 A culture of resource sharing and collaboration exists between Catholic schools and government schools in our local area.
2.9 St Clare’s will have accredited school based curriculum documents for all learning areas.

2.10 Programming is in place to support the school targeted objectives.

2.11 Policies and practices are in place to address differentiated learning needs of students.

2.12 Professional Development of staff in required curriculum areas is continually being provided.

3  **A mission of inclusiveness**

**Context:** *To ensure a Catholic education is accessible to those who seek it.*

**Our goals by 2016:**
3.1 There is an enhanced school capacity to provide an inclusive response to meet the diverse needs of students – e.g. funding, resources, equity committee.

3.2 Policies and procedures are in place to support the inclusion of students with diverse needs having regard for all legislative requirements e.g. IEPs, EAPs and planning/reporting days.

3.3 Staffing capacity and needs are known so as to cater for students with diverse learning needs, to inform planning as well as to provide professional development.

3.4 Referral and care pathways are in place to address the mental health and well-being needs of students and staff.

4  **Recruiting and retaining staff**

**Context:** *To ensure that we have professional, motivated and committed staff to meet the needs of our school, and to enhance their well-being.*

**Our goals by 2016:**
4.1 Quality induction processes are in place for new staff.

4.2 Continuous quality self improvement and accountability are valued and encouraged through Professional Development for staff e.g. teacher self reflection

4.3 Strategies are in place for staff wellbeing.

4.4 Strategies are in place to ensure that staff remain professional, motivated and committed.
5 Information communication technology

**Context:** To review all aspects of our use of information and communication technologies.

**Our goals by 2016:**
5.1 Teacher planning, student assessment and reporting systems are in place to meet local and diocesan needs.

5.2 All students are provided with contemporary learning opportunities that support, enable and engage the learner through a variety of learning tools.

5.3 Communication and collaboration within St Clare’s school is occurring.

5.4 Communication and collaboration between St Clare’s and other schools is occurring.

5.5 Secure and accessible communication systems are in place.

6 Accountability and reporting

**Context:** To ensure that St Clare’s is openly accountable and able to provide credible and reliable information as part of its reporting obligations and responsibilities.

**Our goals by 2016:**
6.1 There is public communication of core information about St Clare’s which is widely accessible.

6.2 An accountability and reporting framework is in place.

6.3 Data is available regarding student, teacher and parent satisfaction and this data is used to inform school renewal.

6.4 The St Clare’s school renewal process is in place and produces current educational, facilities and financial plans.

6.5 St Clare’s School community is informed of all policies, systems and procedures.

6.6 The total list of policies and procedures required is audited as a process of prioritisation, development, communication and review.
7  **Stewardship of the natural and built environment**

**Context:** To adopt the principles of sustainability, addressing our social, economic and environmental responsibilities in a process of stewardship shaped by our Catholic identity.

**Our goals by 2016:**

7.1 New building designs, and refurbishments, incorporate environmentally sustainable concepts.

7.2 Programs and projects are in place to encourage St Clare’s to be environmentally aware.

7.3 Our natural and built environment provides exceptional learning and teaching opportunities.

8  **Resourcing for excellence and equity**

**Context:** Prudent, targeted, accountable and just allocation of resources, based on the principle of the ‘common good’.

**Our goals by 2016:**

8.1 Transparent resource allocation (budgeting) and monitoring of resources is in place to ensure accountability, equity and efficiency.

8.2 Capital planning for St Clare’s school facilities is in place.

8.3 There is effective stewardship of resources through effective systems, policies and procedures.